## Apple's product development strategy

Apple is an example of a platform/derivative strategy. They connect their top level strategy to their product development process. The tech giant tends to be **product-driven**. Apple creates products and then finds the market for them later. Steve Jobs famously suggested that customers do not always know what they want. Apple bets that customers will pay a premium for superb products and tends to focus on optimizing existing offerings. Apple relies on brand loyalty and is happy to allow competitors to control the market in lower-priced products that compete with Apple's.

### Google's product development strategy

Google's new product development strategies tends to be technology driven. Google bets on technology "to solve a big problem in a big way." This is a market oriented approach since Google favors growing the market for everyone, which serves Google as the market leader. Google also optimizes for growth, not for revenue. Google's product development strategy takes the long view; it is typical of a company that has been a consistent market leader.

#### Microsoft's product development strategy

Microsoft is an Exemplar of product innovation strategy carried out through partnerships. "Our industry does not respect tradition – it only **respects innovation**," said Microsoft CEO Satya Nadella. The maturing tech giant began its strategic transformation in 2014. It conceded the smartphone market to its rivals and invested in AI and Cloud. It created an AI division with thousands of engineers and scientists. It also dropped its aggressive ways and began to emphasize partnerships. It embraced open-source software, becoming the leading open source code contributor by 2017. Microsoft is now unique in offering a discrete product unlike Google, Twitter, and Facebook where user data is the product.

# Netflix's product development strategy

Netflix has a Profit and margin driven strategy to maximize adoption and retention. Netflix is the largest streaming service in the world. Netflix's core offer is a subscription including unlimited access to content. Its product strategy emphasizes margin growth. Monthly retention is a key metric. It has increasingly focused on providing high quality original content to pin eyeballs to screens. Netflix relies on a strong, trustable brand promising "movie enjoyment made easy." Its strong brand, ease of use, and personalization are difficult for competitors to duplicate.



## Bring everyone together

### Happy and Easy to use (Usability)

- Entertain and engage customers with videos, tutorials, humor, and photos.
- Share a behind the scenes look at your employees and culture.

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